



Constance University of Applied Sciences



Ingolstadt University of Applied Sciences



Beijing Institute of Technology

Executive MBA Compliance & Corporate Governance



Foreword



Prof. Dr. habil Josef Wieland

Dean of the EMBA Compliance & Corporate Governance
Constance University of Applied Sciences

Today's business environment is more complex and regulated, especially for multinational companies doing business abroad. Increasingly, companies are looking for qualified managers who understand the global standards of corporate governance and the regulatory framework in which their company operates – especially if it is a publicly traded company. Whether one does business in New York, Stuttgart or Beijing, it must be fair, transparent and honest. International managers will only be successful if they understand and adhere to local customs, while at the same time complying with global business practices in corporate governance. The two are certainly not mutually exclusive. It is the successful manager that can navigate potential conflicts while adhering to global standards and doing it in way that is appropriate with local customs. Although compliance, legal and regulatory topics are a normal part of most EMBA curricula, there is not a program designed exclusively with compliance and corporate governance as a centerpiece – until now. Our newly developed Executive MBA Compliance and Corporate Governance addresses both the professional development as well as compliance issues in an original, globally unique manner. In cooperation with three outstanding universities, we deliver world-class education of the highest standards. It is a groundbreaking program which will combine the best practices from around the world with a deep understanding of how to do business successfully in China. Especially companies who continue to localize their operations and to recruit and to develop Chinese managers will be increasingly interested if candidates have had this kind of training or experience. The success of companies on the global markets depends on the commitment and capability of their staff. In such a dynamic environment, the development of talents is a major task for every company. The EMBA in Compliance and Corporate Governance will enhance the capabilities of its participants as the next generation of leaders and top level managers in global business.

Sincerely,
Prof. Dr. habil. Josef Wieland

Background and Target Group of the Executive MBA Compliance and Corporate Governance

In recent years, compliance has become an important keyword. This is also due to some incidents in the past, where companies did not stick to respective regulations. Therefore, various legal standards were implemented to regain the public confidence, to improve the conduct of business, to encourage ethical behavior of managers and to secure transparency.

In times of growing global networking, the need for sound ethical behavior has become an essential aspect of corporate activities. To secure these standards, compliance has become one main topic for conduct guidelines for all companies performing on the global platform.

Compliance asks for the implementation of a comprehensive system that makes the employees abide by internal and external rules of the game, which are not only legal prescriptions but include also ethical aspects. That is the reason why corporations pass Codes of Conduct and the appropriate policies and procedures to make them living documents. Hence, compliance management has become a strategic medium to reach the goals of risk and reputation management and to enhance efficiency and effectiveness worldwide.

The target group of the Executive MBA program comprises local high potentials with some executive experience who wish to qualify for higher management levels and for coping with international challenges, especially in the field of compliance and corporate governance. Applicants should be graduates with a degree in economic or non-economic disciplines, aged between 30 and 40 years, should have a professional experience of 8-10 years and should have been in a qualified leadership position for at least five years.

Challenges

- Local high potentials need further training
 - ...on Western management know-how
 - ...on specific social skills
- Narrow labor market makes it difficult to source local high potentials
- In a booming labor market, retention of local high potentials is a challenge

Goals

- **Goal 1:** Gradual replacement of expat managers through locals which is not only a business need but also a diversity goal for Asia
- **Goal 2:** Assure long-lasting retention of high performers & potentials by means of EMBA title
- **Goal 3:** Implement compliance as an integral part of the corporate management culture

Solutions

Create an Asia specific EMBA program...

- Focus on the fields **General Management, Compliance, Corporate Governance, Value Creation, Values Management & Leadership**
- Special emphasis on **Compliance** makes the program unique and highly effective for the Chinese/Asian management background

Target Group:

- local high potentials with a professional experience of 8-10 years, including at least three years in a qualified leadership position
- aged between 30 and 40 years

Scope and Structure of the Executive MBA Compliance and Corporate Governance

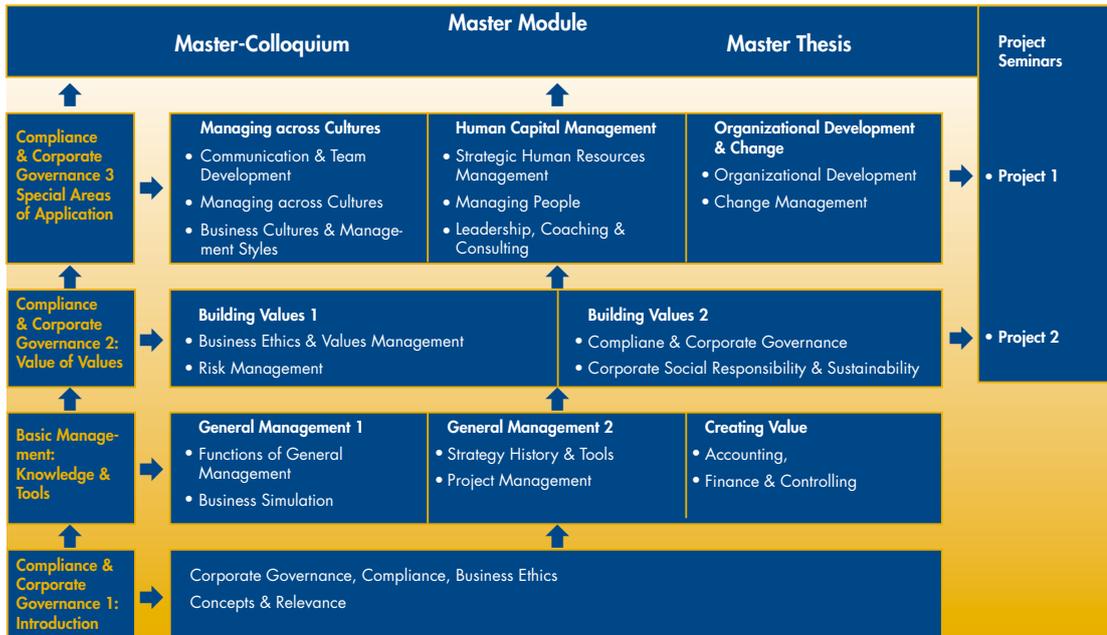
The aim of this EMBA is to qualify executives that work in a highly competitive global environment. Therefore high potentials are supposed to take part at this EMBA which is an interdisciplinary study that focuses holistically on management problems under the perspective of compliance and corporate governance. If companies want to continue to achieve exceptional results in all their fields of activity, they have the duty to systematically and thoroughly qualify their employees.

The scope of this Executive MBA covers a wide management area with a special focus on compliance and corporate governance and adapted to Chinese/Asian requirements. The program ranges from general management knowledge to specific aspects like Chinese/Asian management culture. Great importance is attached on blended learning, which is a combination of different teaching methods like presentation through lecturers, books and e-learning. This combination allows a maximum output through optimal input.

With this EMBA, the executives will generate more value to the company through being successful in a sustainable way, which is a combination of

- Good business leadership
- Integrity and compliance
- A social and environmental responsibility

The program is the first of its kind. It imparts international management knowledge and interlinks those fields horizontally with important compliance and corporate governance issues.



Main Topics of the Executive MBA Compliance and Corporate Governance

The 21 courses refer to six main topics, namely General Management, Creating Value, Building Values, Managing across Cultures, Human Capital Management and Organizational Development & Change Management.

General Management provides an introduction to the entire scope of business administration, covering economic basics as well as general management and functional aspects. Theoretical foundations are linked to practice through the use of case studies. The course is the fundament for courses specializing on the various topics of management. Based upon this the links between the different topics of the further courses will be evident. Participants will also gain knowledge about economic systems and corporate governance and will know the differences between the European, the Chinese (Asian) and the Anglo-Saxon System. An introduction to strategy and strategic management will provide a crucial examination of the concept of strategy in management. By knowing its historical evolution and the application of strategic management in different situations, countries, organizations students will gain a deeper understanding of strategy, know the strategic research activities, improve their ability to perform strategic thinking and have a clear understanding of how the strategic analysis operates. After working on the state of the art of theory and practice of project management, a business simulation will give the participants a full overview on the process in a company, on how they are linked and what the mutual influence of the different functions is.



Creating Value fosters an understanding of how financial decisions are made, how they can create value and how controlling information can improve the quality of decision making. The participants will understand the concepts and language of financial management and controlling, the tools and analyses used to make investment and financing decisions, they will be able to interpret economic events from published financial and accounting reports and they can use financial data and controlling information for decision making. They will also get to know essential inter-dependencies of strategic and operative processes along the value chain and within F&C with regards to value based performance management.

Building Values introduces to the overall topic of the EMBA “Corporate Governance and Compliance”. Basic conceptual and practical aspects of corporate governance as a management task will be discussed in international comparison. Students are supposed to understand the development of globally accepted norms of good corporate behaviour which form a substantial precondition for success in business. They acquire knowledge about conceptual approaches and practical instruments of international business ethics as well as their relevance for the realm of business. They will be able to identify, analyse and systematically handle morally sensitive decision processes. As risks are always a threat to and a chance for corporate activities they cannot be avoided but must be consciously organized. Therefore, risk management is a legally required and economically integral part of corporate governance and compliance management. This module also focuses on the understanding of economical, legal and ethical requirements concerning modern management and the leadership of a corporation. It conveys knowledge about various instruments of corporate governance and compliance management. Corporations are part of the society. It is the society who gives businesses the licence to operate and grow. In a globalized world the social responsibility of corporations is a crucial factor both for the society and the corporations themselves. Therefore CSR is a strategic and operational factor of good corporate behaviour.



Managing across Cultures focuses the fact that globalisation demands that managers possess the skills to work together in international teams. Students acquire the ability to recognise, explain, deal with and attempt to solve culturally determined problems in interaction in international business. They acquire knowledge about and the skills of intercultural communication in various business-related situations. The different cultures and values determine perception and thinking, so that the different patterns of perception, thinking and attitude cause misunderstanding and problems for international co-operations. So it is very important for successful executives to know the impact of the cultural background of business and management. The module gives an intensive exposure to the multifaceted business cultures and management styles. By sufficient communication to solve complex problems and through well-structured discussions, they become equipped to the rolls they undertake in interactions, and to the conditions required for much better business co-operation.

Human Capital Management will provide a framework for understanding and thinking strategically about employment relations and the management of human capital in organizations. This course is about the leadership challenges of creating and sustaining high performing organizations. Participants learn about the complex responsibilities facing business leaders today. Through cases, the course examines the legal, ethical, and economic responsibilities of corporate leaders. It also teaches about management and governance systems leaders can use to promote responsible conduct by companies and their employees, and shows how personal values can play a critical role in effective leadership. The participants get an overview of the instruments of supervision and peer consulting. They learn in which situations and context consultancy support is helpful and through whom. With the use of own practical situations the different instruments will be trained. Goal of these exercises is to develop personal options for action as well as becoming aware of individual limits and the constraints in the system.

Organizational Development & Change Management will provide the participants practical skills and hands-on tools for planning and guiding large-scale systemic change and managing specific change projects. Challenges of globalization, new technologies, industry restructuring, increased public scrutiny, and other pressures on today's businesses require change skills throughout the organization - for improvement and renewal as well as turnaround and transformation, for cost-reduction and consolidation as well as innovation and growth. Stakeholder demands for performance improvement, accountability, and competitiveness increasingly require organizational cultures that are change-ready and change-adept. The participants will learn the principles of organizations and organizational development and strategic and operative methods and instruments how to develop the own department or company. There is a focus on HR compliance; they will work through the HR value chain to secure compliance issues. The students will be able to see the need for structured change processes and be able to create implementation plans and to start and steer smaller change processes on their own and support other processes.

Project Studies and Master's Thesis are the capstone of the program, challenging students to integrate aspects of management theory and practice, to analyze key issues posed by their own organization and to develop a sound and original action plan. In the project, individuals or small teams work as a consulting team and apply to a real situation what they have learned in their studies. The Project Studies are intended to prepare for the Master's Thesis by training processes and competencies needed for both. The aim is to benefit both the organization and the students. This includes providing the organization with highly-motivated and business experienced students to analyze complex management problems, to give students the opportunity to apply management tools and techniques to analyze and deal with these problems, to generate practical action plans to solve these problems and to practice the skills necessary to deliver high quality recommendations to senior managers and achieve high academic standards.

Faculty

The selection of lecturers involved in the Executive MBA program ensures a balanced mixture of internationally renowned university professors with practical professional experience and executives from business as best practice experts. The members of the faculty are selected carefully, are subjected to strict evaluation criteria and are committed to the goal of supporting their students, by way of professional adaptation of the contents and networking of the individual modules, in developing the ability to cope with complex problems on an interdisciplinary level. Besides the actual communication of knowledge, the main focus of the lecturers is on providing application-oriented feedback and critical advice.

Faculty:

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Constance University of Applied
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Prof. Dr. Thomas Doyé
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Prof. Han Bo-Tang, Ph.D.
Beijing Institute of Technology.

Prof. He Haiyan
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Prof. Zhang Jianwei, Ph.D.
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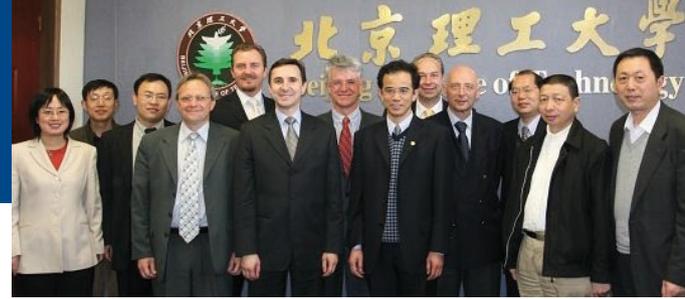
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Ingolstadt University of Applied
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Lance Tanaka

Managing Director Asia Executive
Resource Ltd.

Dr. Stephan Grüninger

Head of Ethics & Integrity Ernst &
Young Fraud Investigation & Dispute
Services

Otto Geiß

Vice President Fraoport AG

Didactics



The didactics are based on the following three steps: First internationally renowned professors deliver the theoretical and scientific state of the art of every topic. Then executives from companies deliver the best practice cases for the related topic. Finally the transfer to the daily practice of the participants is assured on the basis of the first two steps by making use of the professional expertise and personal experience of the participants as valuable potential through a mutual exchange of experiences with professors and best practice experts. The project studies ensure the continuous transfer of the contents of the modules to the student's own professional environment.

Under the guidance of a professor, with another as second reader, and in consultation with a representative of the employing organization, students identify the business/management issues to be analyzed, conduct a thorough analysis of relevant written materials on the organization and its market and/or institutional environment, identify, from the management literature, studies of companies and organizations which have faced similar problems, if necessary collect data through interviews with relevant stakeholders inside and outside the organization, analyze, evaluate, and interpret the findings and prepare a written report. As for the Master's Thesis the conclusions and recommendations additionally have to be presented to senior management of the organization as well as to faculty representatives.



Exams and Degree

Three outstanding universities developed this unique program that serves the upcoming requirements of compliance and corporate governance and is completely conducted in English. The EMBA Compliance & Corporate Governance is a part-time program that consists of six blocks which are spread over a period of two years. The participants have to attend a block every three months. Five blocks of 10 days take place at BIT Beijing Institute of Technology in Beijing and one block of 16 takes place at the Universities of Applied Sciences Constance and Ingolstadt in Germany.

The provision of evidence of academic achievement including exams constitutes an integral component of the Executive MBA program. Performance is rated throughout the whole program. The students have to take exams on selected courses and prepare project work and interdisciplinary case studies. For obtaining a degree a scientific Master's Thesis must be completed in English. It has to be a practice-oriented project work complying with scientific standards, wherein the knowledge and competencies acquired during the program are to be applied to a concrete management problem from the professional environment of the student. The final exam comprises the presentation and defense of the Master's Thesis, followed by a discussion.

After the successful completion of all the exams the graduate is awarded the degree of a Master of Business Administration (MBA) by the Constance University of Applied Sciences during an official ceremony.

Application, Admission and Tuition Fee

The admissions process includes the following elements:

Application Form: Applications shall be submitted on the basis of the standardized application form accompanied by the required documents, indicating personal data, information on prior education and training, previous career and experience, current job position, personal essays and two recommendation forms.

English Language Proficiency: The proficiency of English has to be documented by the Test of English as Foreign Language (TOEFL) or by an equivalent language test. Evidence may also be submitted subsequently; however, it should be noted that in the absence of such evidence, students cannot obtain their MBA degree.

Personal Essay: Applicants are asked to answer several questions in the application form in a personal essay.

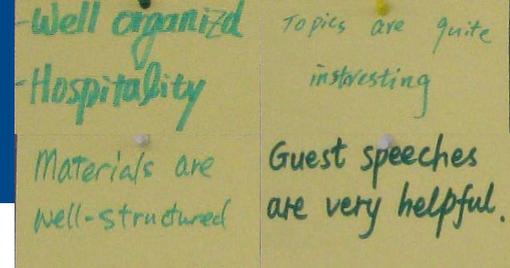
An admission committee decides on the admission of applicants.

The tuition fee amounts to EUR 24,500. The fee is payable in separate installments. The fee does not include the cost of travel, accommodation and food.

Timetable



Testimonials

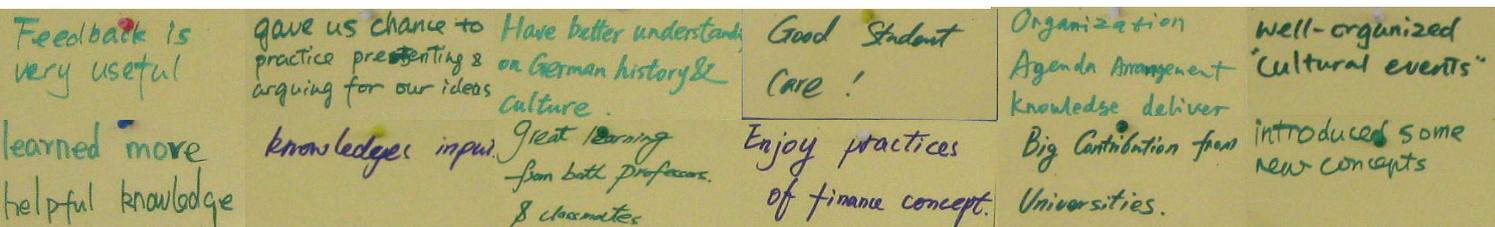


Having completed four blocks of courses, we, all 17 members from the Compliance and Corporate governance EMBA class, want to express our appreciation with the companies and the universities for this EMBA initiative.

To quote one of our lecturers, "leadership is all about change". Bearing that in mind, we set our goals with this program beyond our personal career development: we want to be the change agent for the place we work for; we want to be an influence for the compliance-centered corporate value in China. All in all, we want to translate what we learn from the program into the value we can bring to the company.

Thanks to the efforts from the organizers and lecturers, we find the courses very beneficial. Also, we, with the consensus of all class members, came out with the "core values" of our class: be open to each other, help each other and grow together and, most importantly, "walk the talk" of every rule under compliance. We think no way can better express our appreciation of this initiative than achieving our goal and bringing value to our companies.

1st Compliance and Corporate Governance EMBA Class



Cooperating Partners



The **Beijing Institute of Technology** is the partner located in Beijing. With around 38,000 students it is also the biggest one. It was founded in the city of Yan'an in 1940. The BIT is a national key university with its main focus on economics and engineering. The BIT is among the first class universities in China and highly supported and appreciated through governmental bodies.



The **University of Applied Sciences Constance** is an internationally reknown university in Germany with a long history. It was founded in 1906 as Private School of Engineering. Today it has more than 3,800 students and 140 professors. The courses of study range from economics, over design to engineering. It is a highly decorated university with various cooperations in China.



The **University of Applied Sciences Ingolstadt** is an emerging and ambitious university in Germany that was founded in 1994. With its focus on economic, computer and engineering it has currently about 2,400 students. Despite its short history it is already ranked among the top ten universities of applied sciences in the German speaking European countries. UAS Ingolstadt has more than 50 cooperations with other universities, some of them in China. Its guideline is to qualify their students in a holistic, innovative and practical way.



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Information & Consulting

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